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Building the “Alloy” Company Culture as the Core Measure

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Building the “Alloy” Company Culture as the Core Measure

1. A brief introduction of the “alloy” company culture

It is almost every Multinational Enterprise’s necessary heavy task to build the “alloy” company culture in the local subsidiary, which needs a relative long time period to finish, so how to understand the term here?

Here I just quote one kind of the definition which is described as the following: Building the “alloy” company culture refers to develop the common operating view and the strong company culture regarding the requirements of the environment and the company’s strategy under the foundation of the cultural common sense having been achieved, meanwhile, through the unconscious leading of the specific culture, the individual and the group will cooperate with each other harmoniously just as a group of people were dancing with the rhythm of the music without knocking against each other, so as to make the following purposes become true that the cultural conflicts become fewer and fewer, every employee could connect his own thoughts and behaviors with the company’s business and mission together and further the ability of the changing of the company’s culture could be strengthened finally.

Next, it is still necessary for us to get some knowledge on the characters of the “alloy” company culture. Generally speaking, it could be viewed as the perfect mixture of the excellent factors of the two cultures which refer to the host company’s culture and the local culture meanwhile it is easy to be accepted by the employees from the two countries.

Specifically, its characters consist of the next two aspects: First, it is suitable to others, that is to say the culture of the local country should be really respected and understood. Second, it also should keep itself, which means we should believe firmly the specific charm and strong influence of the native culture and further change it into the strong competitive ability. So we could say that the “alloy” company culture is the collection of the cream of several cultures, which is sure to make the organization become more competitive and lively and it is considered as the highest level of the cross-cultural HR management.

2. How to make the “alloy” company culture in the Japan-invested companies in China as one case

Generally speaking, the Japanese companies have treated the building of the company’s culture as one important task to realize the high efficiency of its HR management, which includes the person-oriented team spirit, the strengthened
function of the management concepts for the HR management and encouraging the sense of the employees’ attending the management of the company, meanwhile we should admit that the Chinese culture has still owned its distinguished feathers the people are proud of, such as the man is an integral part of nature and the doctrine of mean., so how to make the “alloy” company culture in the Japan-invested companies in China? the following steps which will be taken to form the “alloy” company culture will be closely related with the specific characters of each culture and the similarity of both to a great extent historically:

First, it is necessary for the foreigners from any other country in the world including Japan to show its sincere respect and understanding of the Chinese culture by many effective channels, which include the friendly equal communication and the cross-cultural training discussed above, moreover, what is more important than the channels here is the right attitude towards the new culture, especially for Japan, the developed country who has invaded China sixty years ago, that is to say, the Japanese companies should devote much more time and energy than the western countries to the building of the friendly relationship with the Chinese people including the government of various levels and the common Chinese employees in its company if they want to make their companies have a long-term development in China. Sometimes in some certain environment, it is wise to express their apology for their ancestors’ crude behaviors at the preliminary stage of the company’s development. Here it is also suitable for the Japanese people to keep the traditional Chinese proverb “only such leader who has got the common aspiration of the people will win the whole country” in mind forever.

So what kinds of effective measures can be taken to win the common aspiration of the Chinese people? From my point of view, it is not necessary to do a series of propagation of their sincere respects for the Chinese culture, but it will be more efficient for them to express their attitude through the details in the daily life. For example, the national flag of the PRC and the company’s flag could be hung side by side on the obvious position of the office so that every employee can see them when they walk by everyday, which makes them have such kind of feeling that they are not working for one foreign company but for their own country. This method has been used in the subsidiary of Haier in USA by achieving the satisfied result the leader is eager to get.

Another case is that all of the useful information is expressed in two languages: Chinese and Japanese, moreover usually the Chinese characters are put in the first important place in a much bigger script so that the Chinese employees can read them conveniently and quickly, especially the information in the small places such as the toilet, the information office, the dressing room and so on. Although all of above are the details, they can realistically reflect the care and consideration of the foreign company and shorten the psychological distance of the people from the
two countries unconsciously day by day.

Second, this step is especially valuable for the companies from Japan, which may be not so suitable for the companies from other continents. It is wise to try its best to collect the similar aspects which have existed for a long history during the cultures of the two countries, through which more and more common feeling will be found and strengthened among the employees.

For example, it is well known that it is from China that the first tea seeds were brought back to Japan by the Japanese monks, and since then the tea culture has been developed in Japan. So it is easy for the leaders to make such a rule that the common drink inside the company should be the tea instead of coffee or others during the intervals of the work, when the employees are easy to find the similar belonging sense of the culture by tasting the same drink and having the relative discussion about it.

Third, it is the time to bring up the advanced factors of the Japanese culture to the Chinese employees. It is still stupid to force them to accept it by the strict rule or the order from the superiors, but making the exhibitions on the site may be more attractive as the direct feeling is much deeper than getting the second-hand information.

For example, it has become the common traditional habit in the companies of Japan that the leader make the slogan which can stand for the main working spirits as first, then the slogan will be spoken at least once by all of the employees together every day before their new work. It is true that the fresh feeling has faded bit by bit several months later, what is remained is only the form and even the main deep meaning of the slogan has also been forgotten by them, but it should be remembered that it is just such kind of form that tells them they belong to the same unity and further encourages them to work harder. It is enough for the leaders. To the contrary, if they work in the environment without such kind of habit, the common employees will feel dull especially when they are tired after a whole day’s work. How can the employees prove this point? They can do the experiment for a certain time period. Luckily, this habit from Japan has gradually been accepted and adopted in the private companies of China, especially in the food and beverage industry.

3, the gold three-stage principle to help any kind multinational companies to build their own “alloy” cultures

Obviously, the examples discussed above may be not suitable for all kinds of companies from Japan; however the three consecutive stages are worth being remembered and adopted, which is much easier to remember in the form of table as the following:
<table>
<thead>
<tr>
<th>The three stages</th>
<th>The contents of the stage of making the “alloy” company culture</th>
<th>The respected result</th>
</tr>
</thead>
<tbody>
<tr>
<td>The preliminary stage</td>
<td>Expressing the respect and understanding of the local culture unconsciously through small details</td>
<td>The local employees will eliminate the feeling of resentment gradually and feel working for their own country.</td>
</tr>
<tr>
<td>The middle stage</td>
<td>Collecting the similar cultural factors from the past as many as possible which are fully shown in the daily work</td>
<td>The employees of both have found the same sense of the cultural belonging</td>
</tr>
<tr>
<td>The highest stage</td>
<td>Letting the local employees accept the advanced factors of the host company’s culture in a soft way</td>
<td>The employees accept the entire culture of the company unconsciously by treating the company as their family</td>
</tr>
</tbody>
</table>